

31 July 2024

To whom it may concern

I am happy to provide a letter of recommendation to support Dr. Stefan Reindl's application for a faculty position at your distinguished institution.

I first got to know Stefan in September 2012 when he enrolled in my Management and Organizational Behavior course as an International MBA student. I worked closely with Stefan as his instructor in Cross-Cultural Management course and supervisor throughout the completion of his PhD. During his doctoral study, Stefan was also invited to give talks to my undergraduate students on cross-cultural leadership issues for three years running. This has allowed me to provide a thorough comment on Stefan's personal and professional growth.

Stefan's outstanding performance as a student is consistently evident in his degree documentation throughout his studies in higher education. Following his strong performance during the MBA program, where he graduated with top-of-class distinction, Stefan completed the entire PhD course curriculum with a perfect 4.0 CGPA, for which he was acknowledged with a 1st prize academic achievement award during the early stages of his PhD. I have experienced Stefan as a diligent and hard-working student who builds on a solid foundation of general management-related knowledge and industry expertise, which commonly leads him to explore topics and challenges from unique perspectives. His performance in class has been consistently at the top, and his positive energy and passion for what he does frequently serves as a motivator for his peers and constitutes an important contribution to his cohort. Throughout the many years that I have known Stefan, I have experienced him as an amiable and amicable person, always friendly, positive, and encouraging, and uniquely considerate and sensitive. His friendliness, humor, and empathy allow him to gauge his peers' attitudes, values, and knowledge without creating discomfort, which is a tremendous asset, especially in diverse teams and settings. This combination of skills and an innate sense for people helps Stefan in highly successful collaboration, even under challenging conditions.

Stefan's diligence and perseverance certainly also manifested throughout his PhD research. From selecting and committing to a topic and research approach that inherently leads to lengthier investigation and analysis phases, to substantiating his work through additional data collection and instruments when needed, to successfully defending his primarily qualitative work against review and evaluation panels with strong preferences for quantitative efficiency, Stefan has succeeded against many odds, including the COVID-19 pandemic, which severely interrupted his studies and delayed his data collection, as well as personal care responsibilities and life challenges. Stefan's research on Shared Value in multinational corporations in China was well-conceived, conducted with utmost care and reflexivity, and arrived at meaningful findings. His dissertation's main contribution, an expansion of a recent conceptualization of Shared Value based on institutional theory for the unique business context of China, is a timely and relevant addition to the field. This is evidenced by his initial publications and conference presentations, as well as his ongoing dissemination based on the work conducted. The strong alignment of Stefan's work with business practices reflects his rich experience in industry, including heading an agency for market entry consulting for foreign service industry brands in China. This integration of his academic work with real hands-on experience in industry showcases a well-rounded researcher who is grounded in business reality and who seeks to balance theory with practice

towards meaningful impact for both academic and practitioner audiences.

In addition to his focused studies of business and his own entrepreneurship, I am also more than happy to speak to Stefan's skills as an educator. Having gained rich experience working across and between cultures, including consulting work in Europe, North America, and Asia, I invited Stefan on multiple occasions to speak to my HR undergraduate students and to share his experiences with them in preparation for their own international study exchanges and global careers. Stefan impressed me not only with his generosity in sharing his wealth of knowledge but also with his professionalism in the classroom. Stefan's talks were detailed and full of useful and actionable information, yet they were also engaging, easy to follow, and obviously crafted with great care and empathy for the students. Even years after the lecture, students still mention to me how impactful and eye-opening Stefan's lecture had been, and how it had truly set them up for success in their own intercultural encounters.

In short, I am pleased to give Stefan my strongest recommendation for the faculty position he has applied. I firmly believe that a person of Stefan's accomplishment, talent, and industry would be an invaluable asset to your institution. Please do not hesitate to contact me for further information if required.

Sincerely yours,



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